

Day 9: Did you know how CMU plans in a systematic and integrated manner?

**[HLC Criterion 5.C.1] Resource allocation aligns with mission and priorities. AND
[5.C.3] Planning process considers internal and external constituent group perspectives.**

CMU allocates its new and existing resources in a manner that advances the University's mission and strategic priorities. It does so while keeping tuition and fees affordable to provide an accessible post-secondary experience for students.

The CMU [Strategic Plan 2020](#) articulates the University's mission, assumptions, values, and goals that serve as the context for annual budget planning activities. As part of the annual budget development, all departments are required to provide a narrative that describes how the request contributes to meeting one or more of the strategic goals, thereby keeping the focus on the institution's priorities. Additionally, a series of [guiding principles](#) are established each year to maintain focus aligning limited resources with the strategic goals and priorities of the University.

As directed by its mission statement, CMU places the highest priority on the education and support of its students. That the University has increased its funding considerably for faculty, particularly those with full-time appointments, aligns with its mission and priorities. This is clearly seen in the facts, measured by increases in salaries and full-time equivalent positions (FTEs) between FY 2012-13 and FY 2016-17, for:

- [instruction](#) (total faculty) - 25.0% for salaries, 6.9% for FTEFs;
- [academic support](#) - 40.0% for salaries, 31.8% for FTEFs;
- [instructional support](#) - 30.0% for salaries, 10.6% for FTEFs; and
- [student services](#) - 44.9% for salaries, 30.8% for FTEFs.

Similarly, consistent with its mission and its priority on access, CMU has significantly expanded its institutional commitment to [scholarships/fellowships](#) by 72.3% since FY 2012-13. By FY 2016-17, that allocation had grown to \$14.8 million.

CMU develops and updates its strategic planning with extensive involvement of internal and external stakeholders. The development of the [2020 Strategic Plan](#) serves as a good example of this process. A [Strategic Planning Committee](#) was appointed by the President in June 2015 and represented a cross-section of campus stakeholders that included three University Trustees, the Faculty Trustee, the University President, the President of the Faculty Senate, the University Provost, an academic department head, a faculty member, an administrative staff member, and two community representatives (one each from Grand Junction and Montrose). To facilitate a broad-based understanding and discussion of the institution's current status and future directions, the President convened eight [focus/discussion groups](#) in September 2015. These groups represented a cross-section of CMU and WCCC faculty, department heads, administrators, students, staff members, community leaders, and CMU alumni. These groups

met with the Strategic Planning Committee to discuss the future priorities of the University, with the [results](#) summarized in the plan. Additionally, community members were invited to participate in a [Fast Forward Survey](#) to solicit input.

A draft planning document was presented to and reviewed by the campus and the Board of Trustees for input. Based on the feedback, the Strategic Planning Committee revised the planning document for Trustee consideration and action, and [implementation strategies and metrics](#) were refined and prioritized. The final draft of the plan was presented to the Board of Trustees, and the document was approved in January 2016.

In addition to its strategic planning, CMU's short-term operational planning incorporates input from the campus community. CMU frequently conducts [surveys](#) during the academic year, particularly of its students, to gauge how successfully various aspects of the institution are functioning and solicit suggestions for improvement. These often use national instruments that enable the institution to benchmark against peers as well as examine trend data.

To learn more, log into MAVzone and click on the document link found in the CMU Assurance Argument for HLC channel (top left on the Home tab) for the full text of CMU's Assurance Argument. Links to supporting evidence are identified by underlined words but are not available through the PDF version.

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